# AGENDA CITY OF MAPLEWOOD POLICE CIVIL SERVICE COMMISSION

#### Friday, April 22, 2016 8:00 a.m. Council Chambers—Maplewood City Hall 1830 County Road B East

- A. Call to Order
- B. Roll Call
- C. Approval of Agenda
- D. Approval of Minutes:
  - 1. February 1, 2016
- E. New Business
  - Review and accept exam results for police officer process, establish eligibility list and certify list
  - 2. Review and approve background for police officer candidate and certify name for vacancy
  - 3. Discuss and approve job description, proposed external recruitment process and posting for police officer
- F. Unfinished Business
- G. Visitor Presentations
- H. Commission Presentations
- I. Staff Presentations
- J. Adjournment

# MINUTES CITY OF MAPLEWOOD POLICE CIVIL SERVICE COMMISSION

Monday, February 1, 2016 8:00 a.m. Council Chambers—Maplewood City Hall 1830 County Road B East

#### A. Call to Order

B. Roll Call

Commissioners: Lisa Liddell, Chair, present

Debra Birkholz, Secretary, present Jim Meehan, Commissioner, present

Others: Terrie Rameaux, Staff Liaison, present

Paul Schnell, Police Chief, present

Mike Funk, Assistant City Manager / HR Director,

present

#### C. Approval of Agenda

Commissioner Birkholz motioned to approve the agenda.

Commissioner Meehan seconded. Ayes: All

The motion passed.

#### D. Rotation of Chair and Secretary

Commissioner Liddell motioned to elect Debra Birkholz as the chair of the commission. Commissioner Meehan seconded. Ayes: All The motion passed.

Commissioner Liddell motioned to elect Jim Meehan as the secretary of the commission. Commissioner Birkholz seconded. Ayes: All The motion passed.

#### E. Approval of Minutes:

Commissioner Liddell motioned to approve the Meeting Minutes for November 4, 2015.

Commissioner Meehan seconded. Ayes: All

The motion passed.

#### F. New Business

Approval to Vacate Existing Police Officer Eligibility List
 Ms. Rameaux and Chief Schnell addressed the Commission and
 answered questions.

Commissioner Birkholz motioned to vacate the existing Police Officer Eligibility List.

Commissioner Meehan seconded. Ayes: All

The motion passed.

## 2. Approval of Proposed Internal Police Officer Recruitment Process and Posting

Ms. Rameaux, Chief Schnell and Mike Funk addressed the Commission and answered questions.

Commissioner Meehan motioned to approve the proposed internal Police Office Recruitment Process and Posting.

Commissioner Birkholz seconded.

Ayes: All

#### **G. Unfinished Business**

- H. Visitor Presentations
- I. Commission Presentations
- J. Staff Presentations
  - 1. Chief Schnell gave an update on the Police Staffing situation.

#### K. Adjourn

Commissioner Liddell motioned to adjourn the meeting at 8:25 am.

Commissioner Meehan seconded.

Ayes: All The motion passed.

#### **AGENDA REPORT**

**TO:** Police Civil Service Commission

FROM: Terrie Rameaux, Human Resource Coordinator/Staff Liaison

**DATE:** April 14, 2016

SUBJECT: Review and Accept Exam Results for Police Officer; Establish

**Eligibility List; Certify Eligibility List** 

#### Introduction/Background

In accordance with the Police Civil Service Rules and Regulations, Section 10(b), Police Chief Paul Schnell is requesting that the Commission review the attached exam results from the police officer recruitment process and accept the results, establish the attached eligibility list, and certify the list.

#### **Recommendation**

Staff is recommending the Commission 1) review and accept the exam results for police officer; 2) establish the eligibility list for police officer; and lastly, 3) certify the list.

#### **Attachments**

- 1. Police Officer Exam Results -- Confidential
- 2. Police Officer Eligibility List -- Confidential

#### **MEMORANDUM**

**TO:** Police Civil Service Commission

**FROM:** Terrie Rameaux, Human Resource Coordinator/Staff Liaison

**DATE:** April 14, 2016

**SUBJECT:** Review/Approve Background for Police Officer Candidate and Certify

Name for Vacancy

#### Introduction/Background

The Police Department has completed backgrounding the only candidate on the eligibility list. Police Chief Schnell is requesting that the Commission review and approve the attached completed background investigation on candidate #1. Upon review and approval, he requests the Commission certify the name of this candidate.

Upon certification, the next step is to make conditional offer to the candidate, with approval of the City Manager. The candidates must complete and pass the preemployment physical, physical agility and the psychological exams.

#### **Recommendation**

Recommend review, approval and certification of police officer candidate #1 on the eligibility list.

#### **Attachment**

1. Background Summary Candidate #1 -- Confidential

#### **MEMORANDUM**

**TO:** Police Civil Service Commission

**FROM:** Terrie Rameaux, Human Resource Coordinator/Staff Liaison

**DATE:** April 14, 2016

**SUBJECT:** Discuss and approve Job Description and Proposed Recruitment Process

and Posting for Police Officer

#### Introduction/Background

Police Chief Schnell is requesting that the Commission discuss, review and approve the request to initiate an open recruitment for purposes of establishing a new eligibility list for police officer. Our current list has just one candidate on it to whom a job offer will be made, thus exhausting the list.

Attached are: 1) a revised (minor revisions) job description; 2) draft job posting; 3) and a summary of the proposed process for an open/external police officer recruitments--which Chief Schnell is requesting the Commission approve. Chief Schnell will explain in more detail his philosophy for the proposed recruitment process.

#### Recommendation

After review and discussion, recommend the Commission approve: 1) the revised job description for police officer, 2) the draft posting; and 3) the proposed recruitment and hiring process for police officer.

#### **Attachments**

- 1. Revised Job Description
- 2. Draft Posting
- 3. Proposed Recruitment Summary



#### **POSITION PROFILE**

<b>Effective Date:</b>	March 2014April 2016		
<b>Position Title:</b>	Police Officer	Status:	7K Exempt
<b>Department:</b>	Police Department	Approved:	
Accountable to:	Police Sergeant		_

#### **Primary Objectives**

Performs responsible police work involving the protection and safety of the community through prevention and control of crime, preserving peace, regulating traffic, and providing emergency medical services; enforces federal, state, and local laws; and performs related duties as required.

#### **Supervision Received**

Works under the general supervision of one or more Police Sergeants; receives administrative supervision from Police Lieutenants, Police Commanders and the Police Chief.

#### **Supervision Exercised**

None.

#### MAJOR AREAS OF ACCOUNTABILITY

- \* 1. Responds to radio, distress and emergency calls.
  - > Takes appropriate law enforcement action.
  - Maintains order at accident or crime scenes.
  - > Responds to fire and business alarms.
  - > Calls for assistance as circumstances require.
- \* 2. Patrols in a squad car, on bicycle or on foot as required to enforce laws, detect and prevent crime, and protect life and property.
- \* 3. Investigates complaints involving violations of City ordinances, state and federal laws.
  - Takes written, recorded and oral statements from witnesses, victims, citizens, experts, etc.
  - ➤ Interrogates suspects as appropriate and takes sworn statements, formal confessions or depositions.
  - ➤ Collects, analyzes and preserves evidence.
  - > Gathers and disseminates information on persons involved in criminal or suspicious activity.

- ➤ Obtains signed statements when deemed necessary to support any subsequent legal action.
- ➤ Investigates observed or reported violations of law.
- > Conducts follow-up on reports when appropriate.
- 4. Handles traffic flow problems and directs traffic to relieve congestion and aid in the prevention of accidents.
  - \* Enforces traffic and parking laws, operates radar, runs license checks, and issues warnings and citations as necessary.
    - ➤ Makes reports and recommendations of hazardous or unsafe situations that may exist within the City.
    - May assist with school safety patrol traffic and other related matters.
  - \* > Conducts field sobriety tests; may administer blood alcohol concentration tests.
- \* 5. Makes legal searches, apprehends and arrests law violators, prepares reports of incidents and arrests, and safely transports prisoners as may be required in accordance with approved departmental policies.
- \* 6. Responds to accident scenes and fires, administers first aid until more qualified personnel arrive on the scene, directs traffic flow, investigates accidents, prepares reports, and transports to medical facilities as needed.
- \* 7. Assists other agencies such as the county, area communities, and the State Patrol as needed; maintains contact and cooperates as appropriate.
  - 8. Answers citizens' requests for information including directions, regulations, ordinances and resources for information; provides information on status of complaints and investigations as appropriate.
- \* 9. Maintains high visibility while on patrol; takes actions or mediates disputes as necessary to prevent crime.
- \*10. Prepares a variety of reports covering investigations and other assignments in an accurate and thorough manner so that a proper record and basis for follow-up is assured.
- 11. Handles telephone or in-person reports, complaints and inquiries, etc., when so assigned.
- 12. Assists in preparing cases and testifies at trials, hearings, grand juries or other legal proceedings.
- 13. Operates and assists in maintaining department equipment and vehicles.
- 14. Maintains crowd control at crime scenes, disaster scenes, and special events.
- 15. Acts as spotters in severe weather and assists in maintaining control and safety as required.
- \*16. Maintains skills proficiency as required by the Minnesota P.O.S.T. Board and Maplewood Police Department.
- 17. May be assigned to perform one of several special work assignments including: Adult Investigator, Juvenile Investigator, D.A.R.E. Officer, Paramedic, School Resource Officer, Canine Officer, Field Training Officer, Traffic Enforcement Officer, or Retail Crime Officer.

- 18. May provide work direction to other department staff under special circumstances or assist in training new officers as assigned.
- 19. Performs other duties as needed or assigned.

#### **KNOWLEDGE, SKILLS, AND ABILITIES**

- \* Considerable knowledge of law enforcement procedures and techniques including rule of evidence, arrest, search and seizure, use-of-force continuum, etc.
- \* Considerable knowledge of federal, state, and local laws and department policies.
- \* Considerable knowledge of community policing problem solving and quality of life issues.
- \* Considerable knowledge of medical response at first responder level.
- \* Considerable knowledge of City layout including important buildings and the street system.
- \* Considerable skill and proficiency in handling and discharging firearms in an efficient and safe manner.
- \* Considerable skill to expertly drive a motor vehicle, sometimes under emergency and adverse road conditions and at high speeds.
- \* Considerable skill in applying available resources and tools to subdue a suspect or effect an arrest.
- \* Considerable ability to analyze situations and determine appropriate action.
- \* Considerable ability to respond quickly and appropriately to crisis and emergency situations.
- \* Considerable ability to cope with situations firmly, courteously, and with respect for citizens and their rights.
- \* Considerable ability to use force appropriately and in accordance with department policy.
- \* Considerable ability to apply laws to specific incidents.
- \* Considerable ability to see, hear, and remember people, evidence, facts, and circumstances at all times of the day and night requiring night vision.
- \* Considerable ability to communicate effectively with others both orally and in writing and maintain strict confidentiality.
- \* Considerable ability to understand and successfully carry out written and verbal instructions.
- \* Considerable ability to perform all duties with courtesy, tact, and professionalism in order to achieve and maintain the trust and respect of the public and fellow officers.
- \* Considerable ability to work independently, without direct supervision.
- \* Considerable ability to stand, walk or sit for long periods of time when on patrol and bend and stoop as needed.
- \* Considerable ability to chase and subdue suspects or law violators as needed.
- \* Considerable ability to work different shifts, weekends and holidays, and occasionally be able to respond to calls during non-work hours.
- \* Working ability to use large motor skills to lift and either push, pull, drag, or carry evidence, property, and people weighing up to 150 pounds; may be required to lift heavier items/people on occasion, with assistance.
- \* Considerable ability to operate radar, in-car video, radios, telephones, computers, medical equipment, other department equipment and vehicles.
- \* Considerable ability to read and follow department policies and to read police reports and a computer screen.
- \* Considerable ability to drive safely and legally, to follow emergency driving protocols, and maintain a good driving record.
- \* Working ability to operate a laptop and pc with standard office software.

- ➤ Working ability to use fine motor coordination to prepare accurate and thorough reports and to enter data into a mobile data computer.
- Working ability to investigate crimes and accidents.
- ➤ Working ability to occasionally work with or around irritants, fumes, infectious disease and hazardous chemicals at an accident or fire scene involving vehicles or chemical plants.
- \* Working ability to pull, push, twist and turn as needed in apprehending suspects or assisting at an accident scene.
- \* Working ability to work outside as needed in all types of weather.
- \* Working ability to use senses of smell and touch to evaluate conditions at a scene.

#### MINIMUM QUALIFICATIONS

- Associate degree in law enforcement, criminal justice or equivalent and licensed as a full-time police officer by the Minnesota Board of Peace Officer Standards and Training (or eligible to be licensed).
- Must possess a valid Minnesota driver's license or equivalent out-of-state license.
- Candidates may be required to attend paramedic school and become a certified paramedic as a condition of their employment.

\* Note: Asterisked items are essential to the job.

### DRAFT



CITY OF MAPLEWOOD, MINNESOTA invites applications for the position of:

#### **Police Officer**

**SALARY:** \$4,403.33 - \$6,290.47 Monthly

**OPENING DATE:** 

**CLOSING DATE:** 

**DESCRIPTION:** 

Performs responsible police work involving the protection and safety of the community through prevention and control of crime, preserving peace, regulating traffic, and providing emergency medical services; enforces federal, state, and local laws; and performs related duties as required.

Works under the general supervision of one or more Police Sergeants; receives administrative supervision from Police Lieutenant, Police Commanders and the Police Chief.

#### **MAJOR AREAS OF ACCOUNTABILITY:**

- Responds to radio, distress and emergency calls.
  - Takes appropriate law enforcement action.
  - Maintains order at accident or crime scenes.
  - Responds to fire and business alarms.
  - Calls for assistance as circumstances require.
- Patrols in a squad car, on bicycle or on foot as required to enforce laws, detect and prevent crime, and protect life and property.
- Investigates complaints involving violations of City ordinances, state and federal laws.
  - Takes written, recorded and oral statements from witnesses, victims, citizens, experts, etc.
  - Interrogates suspects as appropriate and takes sworn statements, formal confessions or depositions.
  - Collects, analyzes and preserves evidence.
  - Gathers and disseminates information on persons involved in criminal or suspicious activity.
  - Obtains signed statements when deemed necessary to support any subsequent legal action.
  - Investigates observed or reported violations of law.
  - Conducts follow-up on reports when appropriate.
- Handles traffic flow problems and directs traffic to relieve congestion and aid in the prevention of accidents.
  - Enforces traffic and parking laws, operates radar, runs license checks, and issues warnings and citations as necessary.
  - Makes reports and recommendations of hazardous or unsafe situations that may exist within the City.
  - May assist with school safety patrol traffic and other related matters.
  - Conducts field sobriety tests; may administer blood alcohol concentration tests.
- Makes legal searches, apprehends and arrests law violators, prepares reports of incidents and arrests, and safely transports prisoners as may be required in accordance with approved departmental policies.
- Responds to accident scenes and fires, administers first aid until more qualified personnel arrive on the scene, directs traffic flow, investigates accidents, prepares reports, and transports to medical facilities as needed.
- Assists other agencies such as the county, area communities, and the State Patrol as needed; maintains contact and cooperates as appropriate.

- Answers citizens' requests for information including directions, regulations, ordinances and resources for information; provides information on status of complaints and investigations as appropriate.
- Maintains high visibility while on patrol; takes actions or mediates disputes as necessary to prevent crime.
- Prepares a variety of reports covering investigations and other assignments in an accurate and thorough manner so that a proper record and basis for follow-up is assured.
- Handles telephone or in-person reports, complaints and inquiries, etc., when so assigned.
- Assists in preparing cases and testifies at trials, hearings, grand juries or other legal proceedings.
- Operates and assists in maintaining department equipment and vehicles.
- Maintains crowd control at crime scenes, disaster scenes, and special events.
- Acts as spotters in severe weather and assists in maintaining control and safety as required.
- Maintains skills proficiency as required by the Minnesota P.O.S.T. Board and Maplewood Police Department.
- May be assigned to perform one of several special work assignments including: Adult Investigator, Juvenile Investigator, School Resource Officer, Canine Officer, Field Training Officer, Traffic Enforcement Officer, or Retail Crime Officer.
- May provide work direction to other department staff under special circumstances or assist in training new officers as assigned.
- Performs other duties as needed or assigned.

#### **KNOWLEDGE, SKILLS & ABILITIES:**

- Considerable knowledge of law enforcement procedures and techniques including rule of evidence, arrest, search and seizure, use-of-force continuum, etc.
- Considerable knowledge of federal, state, and local laws and department policies.
- Considerable knowledge of community policing problem solving and quality of life issues.
- Considerable knowledge of medical response at first responder level.
- Considerable knowledge of City layout including important buildings and the street system.
- Considerable skill and proficiency in handling and discharging firearms in an efficient and safe manner.
- Considerable skill to expertly drive a motor vehicle, sometimes under emergency and adverse road conditions and at high speeds.
- Considerable skill in applying available resources and tools to subdue a suspect or effect an arrest.
- Considerable ability to analyze situations and determine appropriate action.
- Considerable ability to respond quickly and appropriately to crisis and emergency situations.
- Considerable ability to cope with situations firmly, courteously, and with respect for citizens and their rights.
- Considerable ability to use force appropriately and in accordance with department policy.
- Considerable ability to apply laws to specific incidents.
- Considerable ability to see, hear, and remember people, evidence, facts, and circumstances at all times of the day and night requiring night vision.
- Considerable ability to communicate effectively with others both orally and in writing and maintain strict confidentiality.
- Considerable ability to understand and successfully carry out written and verbal instructions.
- Considerable ability to perform all duties with courtesy, tact, and professionalism in order to achieve and maintain the trust and respect of the public and fellow officers.
- Considerable ability to work independently, without direct supervision.
- Considerable ability to stand, walk or sit for long periods of time when on patrol and bend and stoop as needed.
- Considerable ability to chase and subdue suspects or law violators as needed.
- Considerable ability to work different shifts, weekends and holidays, and occasionally be able to respond to calls during non-work hours.
- Working ability to use large motor skills to lift and either push, pull, drag, or carry evidence, property, and people weighing up to 150 pounds; may be required to lift heavier items/people on occasion, with assistance.
- Considerable ability to operate radar, in-car video, radios, telephones, computers, medical equipment, other department equipment and vehicles.
- Considerable ability to read and follow department policies and to read police reports and a computer screen.

- Considerable ability to drive safely and legally, to follow emergency driving protocols, and maintain a good driving record.
- Working ability to operate a laptop and pc with standard office software.
- Working ability to use fine motor coordination to prepare accurate and thorough reports and to enter data into a mobile data computer.
- Working ability to investigate crimes and accidents.
- Working ability to occasionally work with or around irritants, fumes, infectious disease and hazardous chemicals at an accident or fire scene involving vehicles or chemical plants.
- Working ability to pull, push, twist and turn as needed in apprehending suspects or assisting at an accident scene.
- Working ability to work outside as needed in all types of weather.
- Working ability to use senses of smell and touch to evaluate conditions at a scene.

#### **MINIMUM & PREFERRED QUALIFICATIONS:**

- Associate degree in law enforcement, criminal justice or equivalent and licensed as a full-time police officer by the Minnesota Board of Peace Officer Standards and Training (or eligible to be licensed by June 15, 2016).
- Must possess a valid Minnesota driver's license or equivalent out-of-state license.

#### **PREFERRED QUALIFICATIONS--**

- Bachelor's degree in law enforcement, criminal justice or broadly related field of study
- Fluency in a language other than English, including sign language
- First Responder Level First Aid

#### **EXAMINATION COMPONENTS**

Phase 1: Training & Experience Evaluation -- Weighted 30%

**Phase 2:** Three structured panel interviews; two of the panels will each consist of: Maplewood Police Officer, Maplewood Police Sergeant, and two community members. The third panel will consist of: two Maplewood Police Commanders and a Maplewood Police Lieutenant. Combined average score -- Weighted 35%

**Phase 3:** Cooper Institute Physical Fitness Test--Pass/Fail (Passing score is performance at or above the 30th percentile of the Cooper Public Safety Standard without regard to gender or age.)

**Phase 4:** Three components: 4a) Timed writing assessment; 4b) Chief's Interview; 4c) Completion of Personnel Evaluation Profile (PEP Screening) -- Weighted 35%

Final ranking will be based on the total weighted scoring of components listed above and will result in a ranked eligibility list to be certified by the Police Civil Service Commission.

## MEDICAL EXAMINATION, PSYCHIATRIC EXAMINATION AND BACKGROUND INVESTIGATION

Applicants must pass a qualifying medical examination--which includes a physical agility component, a psychological examination, and a background investigation. In accordance with the State regulations, no applicant who has been convicted of a felony or other selected crimes as defined by P.O.S.T. Board standards may be appointed as a police officer.\* The medical and psychological exams will be scheduled only after a contingent offer of employment is made.

#### **BACKGROUND REJECTION CRITERIA FOR POLICE OFFICER CANDIDATES**

The following **will** result in the rejection of police applicants:

- Felony conviction (including pardons)
- · Felony and gross misdemeanor drug conviction
- · Criminal sexual conduct conviction
- Gross misdemeanor conviction in last five (5) years
- Conviction of assaulting or eluding a police officer
- Evidence that the applicant has misrepresented or falsified any material information to the department

The following **may** result in the rejection of the applicant:

- D.W.I., Implied Consent or B.A.C. over .08 on the driver record in the five (5) years
- Misdemeanor conviction (including traffic convictions, D.A.R. and D.A.S.) in last three (3) years
- Dismissal from a police agency or negotiated resignation in lieu of termination
- An undesirable discharge from the military or an honorable discharge which indicates the applicant is not eligible for reenlistment
- More than two (2) "At Fault" motor vehicle accidents in the past two (2) years
- · Documented instances of misconduct by prior employers
- · Documented instances of undesirable work habits
- Documented pattern of unfitness or patterns of misconduct
- Documented history of behavior which indicates that the applicant will not succeed as a Maplewood police officer
- Insufficient references or unsatisfactory references or unsatisfactory personal qualifications

All applicants considered for rejection will be reviewed by the Chief of Police and Maplewood Police Civil Service Commission.

APPLICATIONS MAY BE FILED ONLINE AT: <a href="http://www.maplewoodmn.gov">http://www.maplewoodmn.gov</a>

1830 County Road B East Maplewood, MN 55109

HR@maplewoodmn.gov

#### **Maplewood Police Department**

## **2016 Police Officer Recruitment & Hiring Process**

### **Proposed Candidate Testing/Selection Process**

#### **Recruitment Type:**

• Open - applications to be accepted from all minimally qualified applicants

#### **Minimum Eligibility Candidates/Requirements:**

- Applicants must be eligible for Peace Officer licensure by the Minnesota Peace Officer Standards and Training Board or will be eligible by June 15, 2016.
- Applicants must possess an Associate of Arts/Science degree from an accredited academic institution.

#### Additional requirements:

- Valid Minnesota Drivers License
- Must pass the department's physical fitness standards test

#### **Preferred Qualifications:**

- Bachelor Degree in law enforcement, criminal justice, or broadly related field of study
- Fluency in a language other than English, including sign language.
- First Responder level first aid certification

#### **Phase One Components:**

Determination of minimum eligibility. 60 points

Bachelor or Master's Degree 10 points

Language skills: 5 points

Fluency in a language other than English, including Sign Language:

Military: 10 points\*

\*Veterans Preference added on top of base training and experience score

#### Panel Scored Supplemental Questionnaire: 25 points

Applicants will submit a written response to five supplemental questions (5 points each), which will be independently scored by five members of the police department.

#### The 25 highest scoring candidates will advance to Phase Two.

#### **Phase Two:**

Components: 2a – Three structured panel interviews (combined and averaged scores of all panelists and panels comprise final score with maximum possible 100 points)

Two structured panel interviews comprised of the following:

- One police sergeant
- One police officer
- Two community members (at least one panel shall include a youth representative)

One structured panel interview comprised of the following:

- Two police commanders
- One police Lieutenant

Interview panels operate simultaneously. Each interview panel is 20 minutes in length after which the candidate is rotated. Each candidate is interviewed by all three panels. Final Phase Two scoring is based on the combined average score for the panels.

#### Phase Three: Phase Three will occur immediately following panel interviews

Components:

**3a** - Cooper Institute physical fitness test – pass/fail. A passing score is performance at or above the 30th percentile of the Cooper public safety standard without regard for gender or age.

> Sit-ups: 28 in one minute • Push-ups: 24 in one minute • 1.5 mile run: 15:55 minutes 300 meter run: 70.1 seconds

#### Phase Four: Phase Four will occur following compilation of scoring and pass/fail consideration

Components: **4a** – Timed writing assessment – 25 points

4b - Chief's Interview - 75 points

**4c** – Completion of Personnel Evaluation Profile (PEP)

#### Final ranking will be based upon the weighted scoring scheme as follows:

- 1. Phase 1 Weighted at 30%
- 2. Phase 2 Weighted at 35%
- 3. Phase 3 Pass/Fail
- 4. Phase 4 Weighted at 35%